



# Summit County Housing Plan



June 15, 2021





# Housing Plan

## **Background & Purpose**

- During the May 4th Housing Retreat meeting the Board proposed an aspirational goal of creating/securing an additional 1,000 workforce units within the next 12 -18 months. Those 1,000 additional units would be in collaboration with the other jurisdictions in Summit County.
- Housing Plan is broken into:
  - Short Term, 12-18 months
  - Mid Term, 18-36 months
  - Long Term +36 month
- Staff will review the strategies, projects, and programs and breakdown the anticipated process, timeframe and cost.



# Short Term Strategies, Projects, & Programs

## **STR to LTR Conversion Incentive Program**

- Current STR license fees only cover approximately 2/3 of current STR program costs. Staff recommends adjusting fee to cover costs.
- Create neighborhood STR mapping and metrics for 4,334 active STR permits.
- Use STR mapping and metrics to target Opportunity Zones to convert from STR to LTR.
- Develop and send out targeted survey to STR owners in the Opportunity Zones.
- Develop a Marketing Campaign to send to STR owners in the Opportunity Zones to convert to LTR.





# Short Term Strategies, Projects, & Programs

## **STR to LTR Conversion Potential Incentives**

- Conversion Grants: 1/2 at Lease Signing-1/2 at 6 or 12 months.
- Security Guarantee: Rent and Security Deposit up to a certain amount guaranteed by the County up to a certain amount.
- Property Managers Finders Fee: Property managers would get finders fee for STR's that convert from STR to LTR. Alternatively, provide an Offset to Property Managers for money lost from a STR to LTR conversion.
- Expand Housing Works Initiative: Currently there's no marketing or security guarantee's, Omni Real Estate continues to manage the original HWI units at 6.5%, Market LTR management fee's are 12% - 18%.
- Locals Landing Type Program: Match vetted tenants with Home Owners



# Short Term Strategies, Projects, & Programs

## **Hotel to Condo Master Leasing**

- Contract expected to be finalized June 15, 2021.
- Currently working on setting up a leasing agent and property manager to start occupancy July 1, 2021.
- Estimated Annual Subsidy: \$286,868





# Short Term Strategies, Projects, & Programs

## **Master Leasing of Seasonal Resort Housing for the Off-Season**

- Very few units available at Keystone.
- 3-3 Bedroom units in Tenderfoot available only thru August.
- Staff will also reach out to Copper Mountain to see if they have any availability.

## **Use of Empty Outlet Parking Lots & Stores in the Town of Silverthorne**

- No desire from Private Property owner to allow this.
- Green Village under contract to be sold and redeveloped as commercial entity.
- Red Village looking to redevelop as commercial enterprise.





# Short Term Strategies, Projects, & Programs

## **Use Vacant County Land as Tiny Homes on Wheels (or foundations)/Van Life**

- Parcels considered for this use include: Soda Creek, Archery Range, WWTP, South Parcel, and Lake Hill. (Lake Hill eliminated)
- Limited number of potential spaces (only 2-15) on these parcels.
- Would require a change to current zoning and in some cases Basin Master Plan amendment.
- Re-zonings would take 4-5 months unless some type of emergency ordinance can be used to expedite the land use change.
- Need grading permits, site clearing, site grading, engineering plans and in some cases wetland delineations.
- Need to contract for temporary porta-pottys, trash, plowing & temporary road maintenance.
- Estimated to take 5-6 months at a cost of \$5,000-\$7,000 per individual space.
- If Tiny Homes on permanent foundations are desired minimum of 8-12 months for entitlement, land planning and design efforts.



# Short Term Strategies, Projects, & Programs

## **Use of USFS Campground in the Off-Season**

- District Ranger stated this request was something he would discuss with the Forest Supervisor.
- On June 8<sup>th</sup>, District Ranger stated he had spoken to the Forest Supervisor but did not receive an official response yet.
- County would need to provide porta-pottys, plow the roads, and deal with the trash during the winter months.

## **Countywide Housing Summit**

- Planning a Housing Summit with local governments & major employers to discuss housing emergency.
- Estimated timeline for the summit is late June to mid July.







# Short Term Strategies, Projects, & Programs

## **Wintergreen II**

- Project was actually approved for a total of 243 units, 47 more than the 196 that were built.
- Gorman and Company told staff they would be interested in developing the remaining 47 units as LIHTC units.
- County would have participate with a \$15,000 per unit subsidy, matching the DOH subsidy.
- Staff will continue to work with Gorman to schedule a work session to provide more details.

## **Increase in SCHAs Down Payment Assistance Programs**

- SCHAs revolving loan fund is no longer a very competitive product because borrows are only allowed to borrow at a 1 to 1 match with a down payment max of up to \$15,000 at a 3% interest rate over 20 years.
- Staff recommends working with the SCHAs to increase the max amount and lower interest rate.





# Short Term Strategies, Projects, & Programs

## **Housing & Development Code Audit**

- After Housing Retreat, BOCC expressed interest in auditing/modifying development code as it relates to Housing to shorten the entitlement process and reduce cost of construction.
- Community Builders-Organization that provides code audits recommended the County pursue one the below options:
  - County does it In-House using the Community Builders-Breaking the Code toolkit
  - Hire consultant at a cost of \$80,000-\$100,000.
  - Hybrid Option- Meet with Community Builders where they introduce Breaking the Code and discuss some of our specific issues and potential solutions. \$3,000-\$8,000
- Timeline 3-6 months
- If no desire to look at entire code, staff has been reviewing Housing Section 3802 and is nearly ready to move forward with amendments.



# Short Term Strategies, Projects, & Programs

## **Waive or Reduce all County Fees on Workforce Housing Projects for Next 12 Months**

- If desired by the Board, Housing staff will work with Building, Planning, and Engineering on best way to implement this effort.
  - Average deed restricted multi-family combined Building/Planning/Engineering fees - \$1,520/unit
  - Average deed restricted townhome combined Building/Planning/Engineering fees - \$5,375/unit
  - Average deed restricted single family combined Building/Planning/Engineering fees - \$6,784/unit
  - Average ADU combined Building/Planning/Engineering fees - \$4,958/unit

## **New ADU Grant Program**

- Grants will likely need to be \$30,000-\$60,000 each due to high cost to build an ADU.
- A new deed restriction will be needed to allow the County recoup grant moneys if the intent of the public investment is not being met.





# Short Term Strategies, Projects, & Programs

## **Non-Compliant ADU Amnesty Program:**

- Grants potentially up to \$40,000 to bring the units in compliance and a new deed restriction needed.
- Benefit-New deed restriction requires long term rental instead of leaving vacant
- Many units may not be able to be brought into compliance due to expense or site challenges.

## **Stand Alone ADU Stock Plans Program:**

- Staff intends to look into creating standalone ADU plans that could be used if Code Amendments are passed to allow stand alone ADUs.
- Unlikely ADU stock plans could be used for attached ADU's because most homes are custom built with the ADU incorporated into the design.

## **Workforce Housing 101 and Updated Housing Brochure**

- Staff will be working the Communications Department to develop an updated Housing Brochure
- Staff will be working the Building, Planning & Engineering Departments to develop a Workforce Housing 101.



# Short Term Strategies, Projects, & Programs

## Partnership with Habitat for Humanity

- **Soda Creek Parcel .2 acres**
  - Habitat is very interested in a partnership but lacks capacity to so until 2022-2023.
  - None of County Parcels are currently zoned for housing and will need to be rezoned and entitled so the timing may work well.
  - Entitlement process will take 8-12 months.





# Short Term Strategies, Projects, & Programs

## **Denver Water Owned Properties**

- Denver Water has a number of properties that are not needed for their water operations.
- Staff has made several attempts to acquire some of these parcels as potential housing sites, or to assure their long term protection as open space.
- Previously, Denver Water has indicated that they do not want to entertain requests to dispose of their surplus properties.
- Recently, Dillon Town Planner, sent an e-mail indicating that Denver Water would like to set up a meeting to discuss the land acquisition goals of each of the jurisdictions in Summit County and was inquiring about availability for a joint meeting. Based on the responses from the jurisdiction representatives it appears that meeting will likely occur within the next month or two.





# Short Term Strategies, Projects, & Programs

## **Buy Downs and Housing Helps:**

- Programs will continue to operate and create additional workforce housing wherever possible as there continues to be strong interest in Housing Helps.
- Buy down program, while not a priority, will continue to be utilized on select properties for County and/or local housing.
- Since the Housing Retreat the Town of Breckenridge has offered to split the cost of buy downs located within the Upper Blue Basin which will allow both the County's and Town's money to go further in preserving local housing.
- The Town of Frisco is also looking to revamp their Housing Helps program to be more consistent with the County's and Town of Breckenridge.



# Short Term Strategies, Projects, & Programs

## County Owned Land Development

- Silverthorne Elementary Parcel .8 acres
  - County met with Silverthorne staff to discuss potential development.
  - Including jointly owned parcel, the Town owns approximately 10 acres adjacent to the existing elementary school and would like to use the parcel as a part of a land trade with the school district.
  - The land that may be acquired could provide the opportunity for substantially more workforce housing that the 0.8 acres the County currently owns.





# Short Term Strategies, Projects, & Programs

## County Owned Land Development

### Justice Center Parcel 1.56 acres

- Despite ongoing Master Planning efforts for the Justice Center Master Plan, if the Board desires this parcel to be developed as workforce housing prior to the Justice Center Master Plan being complete, Housing staff will begin the entitlement and coordination process with Breckenridge.
- Breckenridge has indicated they are open to partnering with the County to develop apartments on the parcel. The Town indicated they may be able to reuse COTO flats plans to save time and money in getting the parcel developed.





# Short Term Strategies, Projects, & Programs

## **County Owned Land Development**

### **Snake River WWTP Parcel 2.18 acres**

- A wetland delineation will be conducted on this parcel as a broader OS&T wetland delineation project. This should help determine the amount of developable acreage we have to work with.
- The land will need re-zoned from it's current PUD designation as a part to the waste water treatment plant.
- The buildable land sits lower that the adjacent WWTP and with additional dirt berms and landscaping the neighboring WWTP could be greatly obscured from the site.



# Short Term Strategies, Projects, & Programs

## County Owned Land Development

### DNR Kennel Parcel 5.5 acres

- Breckenridge owns 75%, the County 25%
- In the near future start conversations with the Town about the parcels potential for workforce housing and get an understanding of the obstacles potentially faced if developing this parcel.





# Mid Term Strategies, Projects, & Programs

## County Owned Land Development

### Lake Hill

- Staff continues to work on the Lake Hill project and will hold a joint work session in the near future on the Lake Hill parcel to provide an overview of the Impact Analysis, which includes fiscal and infrastructure analysis (traffic, water and wastewater improvements needed).
- At work session, staff will seek to get more direction on housing types, uses and other questions the Town and Board may have. The primary concerns with this parcel are access to water and costly off-site infrastructure improvements (sewer and roadway improvements).
- County staff held a meeting with the Frisco Sanitation District on June 10, 2021 to discuss proportional financing of the improvements required by the Sanitation District to accommodate Lake Hill.

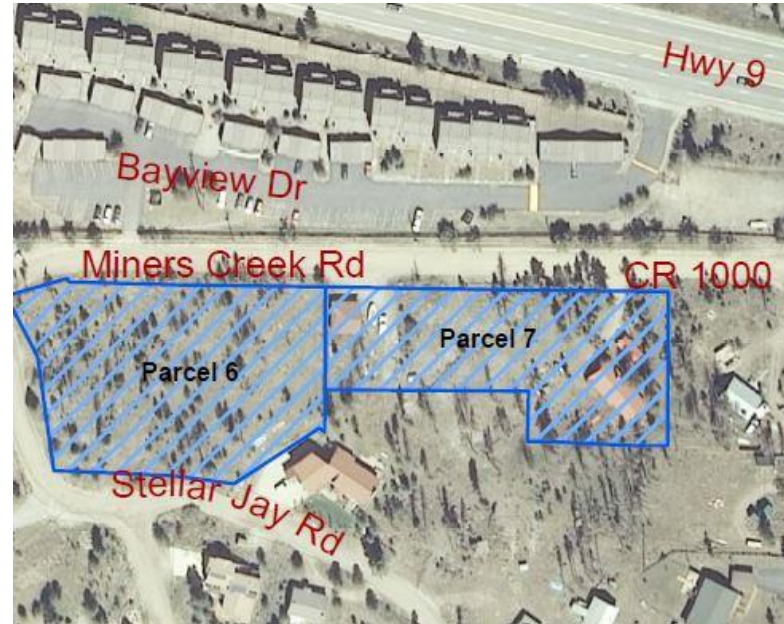


# Mid Term Strategies, Projects, & Programs

## County Owned Land Development

### Bill Ranch Parcels 1.15 & .85 Acres:

- When directed by the Board, Staff will engage with a land planner and architect to come up with a conceptual site plan and fit test for a workforce housing project on these parcels.
- There has been a recent discussion with the Bills Ranch Housing representative to discuss housing in general and how these two parcels could help add much needed workforce housing in the Ten Mile Basin.







# Mid Term Strategies, Projects, & Programs

## **USFS Land Trade**

- Staff has been working with the USFS to initiate a land exchange for both open space and housing parcels.
- Three or possibly four parcels that make up 10 -12 acres that have workforce housing potential that are currently owned by the USFS
- USFS land exchanges often take many years to process and this exchange is only in the very initial stages.
- Because of the time and effort to complete Land Exchanges and the lack of USFS staff, if the County hired someone to help with these exchanges, it may speed the process significantly.
- Staff plans to have additional discussions with USFS staff on this issue in the near future.



# Long Term Strategies, Projects, & Programs

## County Owned Land Development

### Frisco Transit Center:

- Legal staff has reviewed the parcel, and determined that the parcel is likely not usable as workforce housing at this time.
- Placing workforce housing next to a Transit Center is not the most compatible of uses.
- Frisco is receptive to rezoning to allow workforce housing rentals. The rough timeline for the entitlement process to develop workforce housing is approximately 6 – 8 months.







# Long Term Strategies, Projects, & Programs

## **Analysis, Acquisition & Development of privately held parcels for workforce housing**

- As a part of the 2010 Comprehensive Plan and Basin Master Plan updates, staff analyzed all parcels within the County that had the potential to be used for workforce housing. During the next Comprehensive plan update all parcels analyzed again, using the new workforce housing criteria.

## **Joshua Tree Transitional Housing Program:**

- Likely that this would be best operated in partnership with non-profits or the faith based community.
- Staff is interested in exploring the acquisition of private property that could be converted into transitional or another type of housing.





# Staffing

- Currently the Housing Department has a staff of 2.
- Department estimates that an additional 2 FTE's are needed to make significant headway on the short term priorities identified by the Board.
- Anticipated that as the short term projects are completed the FTE's associated with the two new positions would redirect their efforts to mid and long term projects.
- Also need to engage consulting help for many of these projects, even with the addition of 2 FTE's.
- Estimated that a budget for consulting help could range from \$500,000-\$1,00,000 or more depending on how many projects are pursued concurrently.





# Staffing-Short Term

## Leasing, Property Management and Incentive Programs

- STR/Property Management Conversion Grant setup and management,
- STR neighborhood research,
- Hotel master leasing and property management set up and oversight,
- STR/other master leasing and property management set up and oversight,
- Coordination with other towns on a regional program, and
- Program marketing, social media and community outreach
- (A majority of the work can be done in-house but it is estimated some consulting and marketing will be needed-\$25,000)



# Staffing-Short Term

## Land re-zoning and entitlement (Short Term)

- RV/Van Life parcel approvals (Land Planning & Engineering Consultants-\$75,000 per parcel (4 Parcels still under consideration-\$300,000- Soda Creek, Archery range, South Parcel, and Snake River WWTP)
- Wintergreen II (None-Gorman to Fund)
- Silverthorne Elementary parcel / land swap (\$200,000+)
- USFS compound and roundabout (\$200,000+)
- Lake Hill (\$50,000)
- Justice Center parcel (\$200,000)
- Old DNR Kennels site (\$200,000)

## Zoning / Housing Code updates, fee waiver, ADU incentive, ADU stock plans

(Majority in House-ADU-Stock Plans may require the hiring of an architect -\$10,000)





# Staffing-Short Term

## Housing Helps, buy downs, real estate and resale management (In House)

- Realtor/buyer/owner Q&A, coordination and correspondence
- Contract management
- Due diligence, title and property inspections

## Existing deed restriction inventory management (In House)

- Resale calculation approval
- Deed restriction Q&A
- Compliance and enforcement
- Subordination agreement processing
- Promissory Note and Deed of Trust release and replacement
- Updated deed restriction opt in development, Q&A, and processing



# Staffing-Mid Term & Long Term

## **County Owned Land Development**

- Lake Hill (In-House-Issue RFP for Consultant to Complete Entitlements and Develop Property)
- County Commons parcels (\$50,000)
- Bills Ranch parcels (\$15,000)
- Snake River WWT Site (\$10,000)

## **Land Development, Project/HOA Setup and Vertical Construction**

- USFS Site (In-House-Issue RFP)
- Lake Hill (In-House-Issue RFP)
- Bills Ranch parcels (In-House-Issue RFP)
- Frisco Transit (More Analysis needed to determine if developable)
- Snake River WWT Site (In-House-Issue RFP)

## **Land Acquisitions**

- Grants, finance and non-profit collaboration and outreach (In-House)

## **Transitional housing program creation, set up, operation and management**

(More Research Needed)





# BOCC Feedback

Staff requests BOCC feedback on the following:

- Short, Mid, and Long Term Strategies
- Proposed additional 2 FTEs
- Proposed consulting Budget

